



Strategic Planning Committee Meeting
Minutes
Wednesday, April 25, 2007

Scott Adams, Chair of the Strategic Planning Committee, convened the meeting at 11:57 a.m. with the following Board of Trustee members present:

Trustees Scott Adams, Nancy Blosser, William Bryant, David Feder, Armand Grossman, Rajendra Gupta, Lalita Janke, Roy Levow, Sherry Plymale, Austin Shaw, Robert Stilley, and Norman Tripp.

Absent: George Zoley

The following university officials participated:

Frank T. Brogan, President; John Pritchett, Provost; David Kian, General Counsel; Jennifer O'Flannery, Chief of Staff; Dr. Kristen Murtaugh, Vice President MacArthur Campus, and Tom Donaudy, Interim Vice President for Facilities.

SP: A-M: Roll Call and Approval of Minutes

A motion was made and seconded to approve the Minutes of the February 21, 2007 meeting. **The motion passed unanimously.**

SP: A-1: Recognition of Trustee Service

Trustee Norman Tripp introduced Ms. Rosemary Dunbar, the Director of Today and Beyond Wellness Center. Ms. Dunbar presented Trustee Adams with an award of appreciation for his participation in the 16th Annual FAU Triathlon.

Trustee Tripp presented Trustee Roy Levow and Trustee Austin Shaw awards of recognition for their service on the BOT. Trustee Tripp welcomed Dr. Eric Shaw and Mr. Tony Teixeira, who will be joining the BOT as the new Faculty Senate President and the new Student Government President.

Trustee Scott Adams noted a change in the agenda to move the informational item SP: I-6. Review of Emergency Preparedness.

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Trustee Adams invited the visitors from the City of Boca Raton to introduce themselves. Attending from the City of Boca Raton was Assistant City Manager, Michael Woika; Assistant to the City Manager, Nicole Gasparry; and Boca Raton Police Chief, Dan Alexander. Trustee Adams introduced Mr. Tom Donaudy to present the Review of Emergency Preparedness. Mr. Donaudy introduced Mr. Wayne Landowski, FAU's Director of Environmental Health and Safety and Deputy Keith Totten from FAU Police Department.

Mr. Donaudy gave an overview of Presidential Memorandum 56, which gives the university president the authority to close the campus when a disaster occurs. It also calls for the President's Executive Committee to establish specific procedures that define personnel authority and responsibility during an emergency. These procedures are found in the Continuity of Operations Plans (COOP) and are mandated by Florida statutes. There are twelve key elements to the COOP plans and some of those elements are the authority and orders of succession to cover the event in the absence of the university president. The second memorandum he addressed was Presidential Memorandum 85, which establishes the Environmental Health and Safety Department as the primary department responsible for environmental safety issues on FAU's campuses. The FAU police remain the FAU official civil force in respect to the maintenance of law and order on university campuses. As a part of Presidential Memorandum 85 the University Safety Committee (USC), which is mandated by the university president to guard for the health and safety of all students, faculty, staff, visitors and the environment, while in compliance with all applicable local, state, and federal regulations. The USC is comprised of individuals representing all major components of FAU. A result of the USC is the development of a Crisis Action Guide, which outlines procedures of notification in the event of a crisis or emergency. Mr. Donaudy gave an overview of other emergency management committees such as the Radiation Safety Committee, Blue Light Committee, Institutional BioSafety Committee, Institutional Animals Care and Use Committee (IACUC), Life Safety Committee, and the Board of Governors (BOG) Emergency Management Task Force. The BOG Emergency Management Task Force Committee came out with recommendations including securing adequate funding for disaster recovery, immediate access to sources for recovery, allocating resources in the Legislative Budget Request (LBR) for each university to have a full-time Emergency Management Coordinator position, coordinated and cost effective information technology recovery, and a standing state university system (SUS) work group to look at pandemic and other disaster planning. Mr. Donaudy discussed the comprehensive emergency management plan. This plan will enhance the communication and notification systems. Mr. Donaudy introduced Deputy Keith Totten to discuss the FAU police issues dealing with emergency management.

Deputy Totten discussed the duties and responsibilities as of the FAU Police Department officers. He noted the essential personnel and building manager program, where each department is assigned a coordinator. The FAU police depend on getting communications out locking down buildings via the building managers during a non crisis situation. Deputy Totten also acknowledged the necessity of partnerships with other enforcement agencies, i.e. City of Boca Raton and the Boca Raton Police Department. Deputy Totten opened the floor for specific questions. Trustee Adams asked what the intervals were for training and drills with an option for using text messaging software to enhance communication to faculty, staff, and students. Deputy Totten responded that there are several forms of communication including the reverse 911 which will be online within 90 days, the siren system, and wireless internet capability to give live messages. President Frank Brogan commented that after the Virginia Tech University incident, FAU officials came together to review emergency plan processes and discuss the strengths and weakness of FAU's emergency management plan. President Brogan acknowledged the importance of partnerships with the law enforcement agencies in the communities of all of FAU's campuses. Deputy Totten stated that there is no university in the United States that can handle a grand scale emergency without the partnerships and additional resources from other surrounding agencies. Trustee Norman Tripp asked if FAU has an understanding that in a major response that it would be clear who would take charge between FAU's Police Department and the City of Boca Raton Police Department. Deputy Totten responded that due the shortage of manpower does not allow FAU to have a complete response. Deputy Totten explained that FAU would work with the City of Boca Raton to coordinate an efficient response, and operate under a unified command, unless the situation calls for a federal command. Trustee Adams reiterated

that FAU needs to be ahead of the planning curve for emergency management. Deputy Totten stated that acquiring additional positions does not mean that there will be enough qualified people to fill the positions. President Brogan added that the Legislature is recommending creating a package of \$315,000 to assist in the effort of increasing technology and manpower in emergency planning. Trustee Adams asked if there were any other questions. There was none.

SP: A-2: Strategic Plan Annual Priorities

Trustee Adams stated that the Strategic Plan Annual Budget Priorities will be addressed during the budget workshops. Trustee Roy Levow expressed concern over the change in the strategic plan priorities. Trustee Adams added that it will always be a challenge with the strategic plan that it will change because conditions change. FAU's must remain focused on its mission and vision; therefore the Strategic Planning Committee will monitor the various changes and keep the BOT updated.

SP: I-1: 2006 Florida Legislative Issues Update

Trustee Adams introduced President Brogan to give the Florida legislative session update. President Brogan noted that in both the House and the Senate there is a proposed tuition increase of 5%. The University of Florida's proposal to create the enhancement fee is scheduled for review to create more faculty rather than increase current faculty salary. The other universities hoping to participate in the enhancement fee pilot are the University of South Florida and Florida State University. Trustee Sherry Plymale asked if the BOG was supporting the position of these universities. President Brogan was unaware. Both the House and Senate are in conference. FAU's medical education and FIAT program funding are in both budgets. Due to the fact that there is very little recurring funding, most universities are facing a lack of funding for their LBRs. The technology fee is still working its way through the legislative process, but does not look good. Harbor Branch Oceanographic Institute (HBOI) is making its way through the legislative process for \$9.75 million in recurring funding and \$44 million in non-recurring funding. The administration will report back to the BOT once the legislative process is complete. There is \$6 million dollars in the Senate budget to support Torrey Pines. Trustee Tripp commented that there are items that are on one Chambers bill and not the other or in both Chambers. Torrey Pines is showing funding requests on the Senate Bill but zero on the House Bill. President Brogan stated that both Chambers are in conference to bring differences together. President Brogan stated that there is 2.44% set aside for administered funds for employee raises. Programs that are before both chambers for approval are the First Generation Matching Grant, World Class Scholars, the Center of Excellence, and the Courtelis Matching Trust Fund. President Brogan stated that the PECO funding is in good shape for all universities. President Brogan commented that the BOG Governance bill is back before the House and Senate. It looks as though it will be passed this session. Once it does pass, the FAU BOT will need a briefing on the bill.

SP: I-2. 2008-2009 FAU Legislative Budget Request Preliminary Discussion

Trustee Adams introduced Dr. John Pritchett to present the 2008-09 FAU Legislative Budget Request Preliminary Discussion. The deadline for the next LBR is June 27, 2007. FAU is restricted to the total amount asked for of 8% of the base state budget, approximately \$14 million. The executive committee decided to repackage and narrow the focus of the LBR. As the LBR is developed all items must:

- Be linked directly to the FAU Strategic Plan, especially campus development plans
- Have emphasis on Student Access and Success: retention, graduation, and scholarly achievement highlighting:
 - Center for Teaching Excellence and Student Success (CTESS)
 - Support for Libraries and Technology
 - Faculty recruitment and retention, especially salaries
 - Support for graduate student stipends and tuition waivers
- Focus on Economic and Workforce Development: research partnerships and targeted degrees:
 - FAU Campus Academic Plans—develop bioengineering and biotechnology partnerships (Jupiter campus and other locations); Environmental Science (Davie)
 - Harbor Branch Oceanographic Institute
 - Florida Initiative for the Advancement of Teaching
 - Research Support: Centers of Excellence, graduate student recruitment and retention

Trustee Plymale expressed that the repackaging was into three categories was a good idea. Dr. Pritchett added that the administration wanted the approval of the BOT before moving forward.

SP: I-3. Strategic Plan Presentation: Barry Kaye College of Business

Trustee Adams introduced Dr. Dennis Coates to present the Strategic Plan for the Barry Kaye College of Business. Dr. Coates introduced Dr. Wiley to present. The purpose of the presentation is to update the BOT on what the Barry Kaye College of Business has done in line with the university's strategic plan. The planning process included reviewing FAU goals, reviewing base year data which began in 2004, and measuring the process since then. Dr. Wiley presented the strategic planning goals and objectives of the COB as it works in conjunction with the FAU Strategic Plan.

- Goal 1: Provide increased access to higher education
 - Objective 1 – Assure student achievement through Academic Learning Compacts.
 - Objective 2 – Improve student advisement
 - Objective 3 – Increase retention of undergraduate students through advisement
 - Objective 5 – Add five new faculty lines per year to service growth
 - Objective10 – Increase the number of degrees awarded in targeted and non-targeted areas
 - Objective 11 - Increase student access through on-line and video conference undergraduate courses
- Goal 2: Meet statewide professional and workforce needs
 - Objective 1 – Offer a non-programming track to the undergraduate Management Information Systems (MIS) major
 - Objective 3 – Offer a Master of Science in Information Technology with Computer Information Systems Department (CIS)
 - Objective 3 – Offer an undergraduate concentration in Transportation Management and Planning with the Departments of Civil Engineering (CE) and Urban and Regional Planning (URP)

- Objective 3 – Offer a graduate concentration in Transportation Management and Planning with the Departments of Civil Engineering (CE) and Urban and Regional Planning (URP)
- Objective 5 – Promote Health Services Administration major and “high wage” degrees
- Goal 3: Build world-class academic programs and research capacity
 - Objective 1 – Increase the contributions of external constituencies
 - Objective 3 – Increase the number of high quality publications by 3% per year
 - Objective 5 – Raise salaries of productive faculty
 - Objective 6 – Improve teaching effectiveness
 - Objective 7 – Achieve financial stability
- Goal 4: Meet community needs and fulfill unique institutional responsibilities of FAU
 - Objective 1 – Increase enrollment in Executive Education courses
 - Objective 2 – The Barry Kaye College of Business, and particularly the Department of Industry Studies, will increase connections with the business community

In continuation of reaching the goals and objectives of the strategic plan the COB is plans on implementing one standardized test for assessment, continuing with peer review of teaching, and collaborating with other colleges. The COB is looking at a journal ranking process where the individual departments benchmark each other. Dr. Wiley opened the floor for questions. There were no questions.

SP: I-4. Strategic Plan Presentation: Goal 2 Meeting Statewide Professional and Workforce Needs

Trustee Adams introduced Ms. Gerri McPherson to present the Strategic Plan: Goal 2. Ms. McPherson introduced Dr. John Pritchett to give an update on goal 2, objective 1, “Expand production of degrees in nursing, engineering, and teaching to align with approved Board of Trustees and Board of Governors targets. From 2006 to 2007 there has been a decline in all other BOT targeted areas. This decline is due to the decline in the graduates of the standard Master of Business Administration (MBA). The Master of Accounting degree is not identified as a BOG targeted area, and there has been an increase in enrollment in this area. Dr. Pritchett introduced Dean Boykin, Dean Aloia, and Dean Stephens to discuss the enhancement of degree production in the areas of nursing, teaching and engineering respectively.

Dean Boykin explained what the Department of Nursing is doing to meet the workforce needs in nursing. There are three clinical instructor positions funded by area hospitals on the Boca Raton campus and the Port St. Lucie campus. These positions allow for sixty undergraduate students are funded on a year to year basis. If that funding was not available there would be sixty less nurses in the workforce. To respond to the needs of the RN to BSN, there has been the establishment of the BS/MS dual degree program. At the Graduate level, FAU has the highest graduate enrollment in the State of Florida with approximately 450 students at the Masters level and approximately 30 at the Doctoral level. FAU enrollment in the graduate nursing program continues to grow because of increased financial support for graduate students, the addition of Memorial Healthcare System as a new delivery site, the addition of the BS/MS dual degree program, funding provided to allow two students to go through the BSN to Ph.D. program by the Quantum Foundation, and an increase in marketing of the programs. The College of Nursing received \$508,000 from the state for the NET Program. The NET program has allowed for more

graduate stipends, two faculty positions added, provided funding for staff support. Dean Boykin asked if there were any questions. There were none.

Dean Aloia gave an update on the College of Education Initiatives. In an effort to recruit students to teacher education, the College of Education has implemented Teacher Education Days, open houses for transfer students from the community colleges, have partnerships with school districts, implemented the Secondary Teacher Education Project, Urban Teacher Academics Program, the Title V Partnership Grant with Broward Community College, implemented the Pathways to Teaching Grant, and the Teaching and Leadership Center. The College of Education retention of students in teacher education initiatives includes scholarships for pre-service student teachers, open houses for first-generation students, Saturday advising sessions, and student receptions. The College of Education is hoping to receive state funding for the Florida Initiative for the Advancement of Teaching (FIAT). The College of Education has continued coordination and implementation of the program, prior to receiving funding from the state. Three initiatives currently active in the FIAT program is Project Good FIT (First Introduction to Teaching), Project SMaRT (Substituting with Mentors and Realistic Teaching), and Project AIT (Accelerated Introduction to Teaching). Dean Aloia asked if there were any questions. There were none.

Dean Stephens gave an update on the College of Engineering and Computer Science Initiatives. The College of Engineering and Computer Science Initiatives has an advisory council that has funded a major marketing study. In terms of enrollment and degree production the College of Engineering and Computer Science follows national trends tempered with local nuances. Nationally, there has been an overall decline in the areas of engineering and computer science. Even though enrollment and degree production is down nationally, the College of Engineering and Computer Science is ranked 17th in the nation in number of bachelor's degrees awarded just behind Pennsylvania State University and just ahead of Stanford University. The College of Engineering and Computer Science also ranks 16th in the nation for bachelor's degrees awarded to African Americans, just ahead of Virginia Tech University and just behind MIT. Approximately 38% of graduate enrollment comes from distant learning program in engineering.

The number of freshman coming into the College of Engineering and Computer Science programs are stable. Enrollment has dropped over the past five years. That is due to enrollment from other universities that could be related to the out of state tuition. The College of Engineering and Computer Science initiatives in recruitment includes pre-college dual enrollment, the Junior Engineering Technical Society (JETS), Southeastern Consortium for Minorities in Engineering (SECME), participation in community college liaison activities, college open houses, and high/middle school career days. The College of Engineering and Computer Science initiatives in retention includes free math and science tutoring, Living and Learning Communities (LLC), Freshman Learning Communities (FLC), and Students to Engineering Practice (STEP). Dean Stephens asked if there were any questions. There were none.

Ms. McPherson introduced Ms. Sandy Jakobow, Director of Career Services. In response to the Strategic Plan Goal 2, meeting statewide professional and workforce needs the career development center appointed a committee to make recommendations to raise awareness of and enhance the services of the career development center. In response to establish an on-line survey to track to track FAU graduates post-graduation plans, the Career Development Center has conducted the first survey of the graduating class of December 2006. In response expand the current student internship and cooperative education programs across all colleges and campuses, the Career Development Center has established a coordinator position to serve as liaison to the

College of Engineering and Computer Science, trained partner campuses to implement co-op workshops, held co-op faculty liaison meetings, implemented Interfase, online employment database, issued a press release on FAU student recipients of the Co-op Student of the Year Award from Florida Career Professionals Association, and conducted classroom presentations. In an effort to establish regular conversations with local business and non-profit enterprises on the quality of critical and analytical thinking skills perceived and desired in FAU graduates the Career Development Center conducts an on-Campus Recruiting Program, employer and faculty lunches, invites industry representatives at Faculty Advisory Board meetings, conducts CDC Employer Recruiting Survey, conducts Career Day Employer Evaluations, and conducts Employer Focus Group. The Career Development Center currently conducts the following activities to support student retention:

- Showcase of Services at Orientation
- Undeclared majors session at Orientation
- Student Learning Strategies: SLS 1503 presentations
- Career and Life Planning course SLS 1501
- Explore FAU Living Learning Community
- Career Panel and workshops for Freshman Learning Communities
- Career Assessment Program (MBTI, SII, Self-Directed Search, SIGI 3)
- Carnival of Majors Fair
- Advisor Partnership Day

Ms. Jakobow asked if there were any questions. There were none.

SP: I-5. Strategic Plan Presentation: Goal 3 Building World-class Academic Programs and Research Capacity

Trustee Adams introduced Dr. Hanson to present the first three objectives in Goal 3, building world-class academic programs and research capacity. Objective 1 in goal 3 is to significantly increase FAU's total research expenditures to expand and enhance national and international recognition of the university's academic and research programs. The second objective is similar it differs only in that the expenditures are for federal research. Because progress in Federal spending increased and exceeded the projection for 2005-06, the overall flat spending from 2004-05 to 2005-06 was associated with a decline in 05-06 in spending on State of Florida and other awards. Due to Congressional policy, Federal earmarks in 2006-07 have been eliminated, reflected in the 2006-07 appropriations. The third objective is increase in scholarly contributions, service and efforts to promote technology transfer, licensing agreements, and entrepreneurship by the facility. The number of new patents awarded annually to the University will total 8 by 2008-09 and will total 10 in 2012-13. Trustee Adams requested a report on the number and the quality of the patents. Dr. Hanson responded that the patents may not grow as much as anticipated, because the cost of patents is going up. FAU has an intellectual property committee evaluating the probability of licensing. Trustee Levow asked if there are any revised projections on awards and expenditures. Dr. Hanson commented that is too soon to revise the awards and the projections. The projections should be recalibrated after the Harbor Branch Oceanographic Institute merger.

Dr. Pritchett presented objectives 4 and 5 of goal 3. The specific outcomes of objective 4 is to pay graduate assistant stipends equivalent to the national average, add 70 new graduate assistant positions, and certify that full tuition waivers will be available for all qualified graduate assistants each year. Graduate stipends in the College of Arts and Letters are significantly lower

than the national average and compared to other colleges. Objective 5 is to provide competitive faculty salaries that will assure recruitment and retention of a diverse and highly productive faculty who will contribute to building superior academic programs and research capacity. The outcomes of objective 5 includes faculty salaries will meet or exceed peer institution, averages by rank by discipline and subject to good faith, collective bargaining and applicable labor and employment laws.

Dr. Diane Alperin gave an update on objectives 6 of goal 3. Objective 6 is to adopt strategies that will institutionalize diversity among the University's faculty and staff. The outcome of that objective is to present a preliminary report to the BOT that will identify challenges to diversity and suggest best policies and practices to meet those challenges.

Dr. Pritchett updated the BOT on objective 7 of goal 3, to provide appropriate base operations and maintenance (O&M) budgets, including expense and OPS, to academic and support units. The outcomes of to objective 7 is that all units within the University will have adequate operations and maintenance budgets to carry out required tasks, all units within the University will have adequate operations and maintenance budgets to carry out required tasks, revised O&M budgets will be used for funding. FAU will continue to seek opportunities to re-allocate funds to base O&M budgets.

The meeting adjourned at 2:30 pm.